

15 OCT 1976

MEMORANDUM FOR: Deputy Director for Administration

FROM : F. W. M. Janney
Director of Personnel

SUBJECT : Personnel Development/Training

REFERENCE : Memo for Ex Sec, DDs and Comptroller fr DDCI
dtd 10 Aug 76, subj: Additional Action Items
Arising Out of the 1978 Program Review

1. This memorandum is a joint response of the Office of Training and the Office of Personnel to paragraph 3 of referent which requested a review of Agency planning for personnel development, and proposed utilization of the Personnel Development Program (PDP) as the means of improving and monitoring the training plans. The request has several facets, i.e., the development of executives and managers, maintenance or improvement of the professional expertise of individuals (currency in the state of the art), and a program to insure training begins early in an employee's career.

2. The PDP, which is a responsibility of the Head of the Career Service, was designed to serve the purpose of planned training and development of Agency personnel. The PDP originally related only to executive level personnel, but was subsequently expanded to produce Developmental Profiles, i.e., career tracks for all professions and disciplines of the individual Career Service or Career Subgroups. Part I of the PDP, Executive Level Development, focuses on three major aspects of executive development: the identification of executive level positions, and more particularly those becoming vacant over a three year period; the identification of executive level personnel fully qualifying for the vacancies, and the identification of officers in the GS-13 - GS-15 grade range who show potential for executive development. A vitally important aspect of the planning for this third group is the list of training courses and assignments determined to be essential to the development of the individual

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officer. This part of the PDP is developed at the Career Service Subgroup level, reviewed and consolidated into a Career Service report and subsequently consolidated into an Agency report, with a statistical analysis for the DDCI's review. Name listings are required, but are normally retained by the Head of the Career Service for individual review with the DDCI. The FY 77 PDP statistical report and analysis is now being compiled and is scheduled for the DDCI's review in late October.

3. Part I of the PDP has an evaluation or monitoring feature in that it requires a report each year of the plans previously programmed which were actually implemented. In addition, several charts of the APP require a report of PDP involvement; rotation, advanced training, separations and retirements, EEO charts. Implementation of training plans is also a concern of OTR and the course enrollment form is being revised to record whether or not the training requested is in response to PDP planning. The information will be considered in selecting enrollees for the course in question.

4. Insofar as maintenance of professional expertise, or currency in the state of the art, is concerned, we believe the Developmental Profiles, Part II of PDP, can be used to strengthen this area. The Profiles prepared by the individual Offices or Directorates are designed to provide a career track or progression for the disciplines or profession of the respective offices. Within the framework of appropriate grade structures, they reflect assignments and training which could reasonably be expected at those levels. Profiles for the four Directorates have now been completed and published. They are available to all personnel of an Office or Directorate, and the Office of Personnel maintains copies of the Profiles of all the Career Services for the review of employees interested. We believe these Profiles can be the mechanism for insuring maintenance of the professionalism of our employees. A followup review of the Profiles has been tentatively scheduled for early 1977 to evaluate the validity of the plans, gather ideas for revisions and share experiences in use. We will ask these evaluations give particular emphasis to any necessary revisions, to include internal and external training, which will maintain or enhance the professionalism of our personnel as a whole.

5. In summary, the Agency's personnel management system contains the basis for a planned training and development program, but there is no question that there is need to improve understanding and implementation. Following are recommendations which we believe help achieve these ends:

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a. The responsibility of Heads of Career Services for the proper development of the PDP for their respective Career Service and for implementation of the plans contained therein be reaffirmed by the DDCI.

b. Career Services be requested to evaluate the current use of the Developmental Profiles and revise, as necessary, to include state of the art training courses at appropriate levels in the career track.

c. Career Services identify the employees who belong to or are associated with the individual career tracks to insure employee and supervisor awareness of the value of using the Profiles for developmental planning including the recommended training.

d. The Career Service Senior Training Officer be responsible for monitoring training enrollments to insure compliance with the PDP Part I plan for individual officers. Training for personnel not specifically identified in PDP Part I should also be monitored to insure individuals are receiving training in accord with the Profile recommendations and that all concerned individuals are considered for training.

e. The Training Selection Board be provided with the PDP Part I training plans, by name of employee and programmed development, of the respective Career Services for review when making senior school selections.

f. The Career Service Senior Training Officers should, in conjunction with OTR, advise, review and make recommendations for the Training parts of the Developmental Profiles.

[Redacted Signature]

F. W. M. Janney

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CONCUR:

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[Redacted Signature]

Harry E. Fitzwater
Director of Training

19 OCT 1976

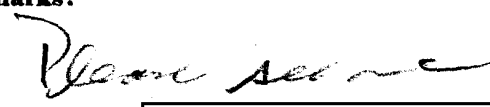

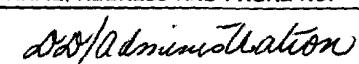
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10 AUG 1976

DDA Registry
76-4003

MEMORANDUM FOR: Executive Secretary
Deputy Director for Administration
Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Science & Technology
Comptroller

SUBJECT: Additional Action Items Arising Out of the
1978 Program Review

1. During our review of the 1978 Program several topics were identified which require further attention. Certain of these will be pursued within the Executive Advisory Group, others are more appropriately pursued by you directly. The topics follow.

2. I am concerned that our program plans do not show more evidence of planning for the longer term. I am asking the Comptroller to consider ways to involve EAG members in the development of the 1979 Program before the issuance of the Program Call in January, and to brief me on his proposals.

3. While external training was not explicitly highlighted in our Program Review, I was reminded during the review that we must pay continuing attention to ensuring that our professional people are given every reasonable opportunity to keep their knowledge current with the most recent developments in their professions. This is as important for managers and analysts as it is for scientists and engineers. Rather than developing a parallel or competing system for accomplishing this task, I want the Personnel Development Program machinery to accommodate this vital dimension of personnel development. The Personnel Development Program is designed to ensure that essential planning is undertaken to meet our senior management needs with managers who are well-trained and qualified for their current and future assignments. It is equally if not more important that this process be undertaken early in each employee's career in order to enhance the professionalism of our staff through orderly career development and expanded use of training opportunities. I am asking Mr. Blake to consider the best approach to this problem and report back to me by 1 November 1976, as to how we should proceed.

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4. I note we have some of the mechanisms necessary to comply with legal requirements governing equal opportunity and affirmative action, but our performance still leaves much room for improvement. The Director of the Office of Equal Employment Opportunity has recently compiled and forwarded to the Civil Service Commission the CIA EEO Plan which reviews the progress made, identifies and further refines problem areas and presents Agency and Directorate plans for solutions. In addition to the reporting required in the EEO Plan and by the Director, notwithstanding, I want each Directorate to report to me on a quarterly basis during Fiscal Year 1977. Your report shall include the status of your EEO Program including particularly, your progress in the following:

- the hiring of minority citizens;
- the development of female professional employees and managers;
- the status of Directorate upward-mobility programs;
- the full utilization of skills and talents; and
- an assessment of managerial performance in "Human Resource Management."

Your evaluation should cover your progress for the preceding quarter, an explanation for your failures and a presentation of future plans.

5. You are requested to lend your cooperation and assistance to the Deputy Director of Administration for the purpose of considering a revision of the Occupational Coding System so that occupational codes will reflect more precisely the kinds of work actually expected from each position. This dovetails with a need to have a much more precise knowledge or inventory of our present position allocations related to these more precise definitions of the individual substantive assignments. By 4 January 1977, I would like to have from the DDA an assessment of the problem, a statement of the plans for solving it, and a target date for its completion. ✓

6. The Comptroller, with support from the DDO and DDA as required, will explore with OMB the possibility of reducing

during 1979. I will need a report on the results of this effort by mid-January 1977.

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7. I have asked [] in conjunction with the Comptroller and Deputy Director for Administration, to examine the several Agency mechanisms which cope with releases of information to the public to seek opportunities for reducing costs and improving security control, as well as ensuring internal consistency.

8. In order to establish a positive control mechanism the DDA, in conjunction with the Comptroller, will develop and install a billing system for ADP credits, using monthly Comptroller meetings to monitor and control the use of all centrally-managed ODP resources. Once this system is in hand and benefiting from the experience derived, I will want to take the next step and consider the merits of devising a consolidated system encompassing all ADP resources. I expect that work on such a system will be far enough advanced so that the status of our use of ODP computer resources can be considered in the February 1977 Comptroller's meeting.

9. Because of the essential nature of the SAFE project, it is essential that progress in implementing this important effort must be carefully monitored. The Deputy Directors for Intelligence and Administration are requested to maintain lively awareness of the status of this project and to submit a joint report to me quarterly, through the Comptroller, beginning with the three-month period ending 31 December 1976. The first report should include a detailed financial plan, including specific data on expenditures through Fiscal Year 1978. We must be prepared to defend our efforts to Congress during hearings on our 1978 budget, including particularly the increased funding level for 1978, and I will look to the Deputy Directors for Intelligence and Administration for substantive support in this regard. Congress placed a \$35 million limitation on this project; our overall project plans must be developed accordingly. Cost overruns or total costs in excess of the \$35 million are not likely to be viewed sympathetically. Therefore, it is essential that early warning of potential problems be brought to my attention.

10. Provision of adequate space relates directly to the efficiency, morale and incentives of our personnel. The Deputy Director for Administration will, within existing resources, begin preliminary planning for a new building to be constructed on the Headquarters compound. We want to be in a position to present a defensible plan in the 1979 Program. With or without a new building, our current use of space needs examination.

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11. The Deputy Director for Intelligence, in conjunction with the Comptroller, will undertake a study of possible ways to reduce or eliminate [redacted]

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[redacted]
This study will be completed by 31 January 1977, so that any action proposals affecting the 1979 Program can be incorporated into the July 1977 Program Review.

12. The Deputy Director for Science and Technology and the Comptroller will continue to monitor the Agency's involvement in [redacted] to ensure that when Phase 1 is concluded at the end of Fiscal Year 1978, we have no further formal relationship to the program. This was the subject of a separate memorandum from the Comptroller to the DDS&T.

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to ensure that it reflects future needs realistically. A report of the study findings, together with recommendations for revised lists of items to be stockpiled, will be submitted before any funds are obligated for these purposes during Fiscal Year 1977.

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E. H. Knoche
Deputy Director of Central Intelligence